



GOAL VI: BRANCHWIDE INFRASTRUCTURE FOR SERVICE EXCELLENCE

The judicial branch will enhance the quality of justice by providing an administrative, technological , and physical infrastructure that supports and meets the needs of the

public, the branch, and its justice system and community partners, and that ensures business continuity.

The following provides information related to the 2008-2011 Operational Plan objectives for **Goal VI**. This material provides a glimpse of where we have been and where we are going as a branch. With respect to **Where We Have Been**, you will see examples of work demonstrating branch efforts to operationalize each objective. These are samples of work and do not represent the full breadth of all projects and work performed related to each objective. Rather, we intend this snapshot of “where we have been” to help inform your survey responses as we draft new objectives going forward (*e.g., How have we met each objective? Does the objective give the proper guidance for the work to be performed? Is more work needed in this goal area?*). The information was gathered from reports, discussions, and subject matter experts in the early phases of the current planning process and provides a sampling of work with regard to each objective. With respect to **Where We Are Going**, this information identifies challenges facing the branch as well as possible focus points as we move forward.

After reviewing the material below related to the Goal VI objectives, please return to the planning website to access the link to the Goal VI survey. The survey will ask you to rank, as well as comment on, the current Goal VI objectives. This ranking exercise was conducted by the Judicial Council at its 2011 Planning Meeting, and serves as a means to spark discussion and critical thinking about the breadth and utility of the current plan. Your feedback will be used at the March 2012 planning meeting to begin to shape the new Goal VI objectives for the *Operational Plan for California’s Judicial Branch 2012-2015*.

Part A. Facilities Infrastructure

Objective 1

Obtain funding/financing to acquire, renovate, construct, and maintain court facilities.

Where Have We Been?

Examples of work done to operationalize Objective 1:

SB 1407 Capital Program

- SB 1407 authorized the issuance of up to \$5 billion in lease revenue bonds to finance the construction of new courthouses throughout the state. In October 2008, the Judicial Council adopted a list of 41 trial court capital projects to be funded under SB1407. The projects were selected in accordance with the council-adopted Prioritization Methodology for Trial Court Capital Outlay Projects. Seven construction projects have been completed totaling \$300 million. Five of the seven have been completed during this 2008-2011 period.

Objective 2

Facilitate the acquisition of sites for, and the construction, renovation, maintenance, and expeditious transfer of, court facilities.

Where Have We Been?

Examples of work done to operationalize Objective 2:

Performance-Based Infrastructure (PBI)

- PBI is a partnership, between the judicial branch and a private project company that finances, designs, and builds the courthouse and then operates and maintains the building. Once the court occupies the building, the judicial branch pays the project company an annual fee; the state is the legal owner of the land and building.

The Renovated Fresno Courthouse and Its Effect on Court Operations

- The five-story B.F. Sisk Courthouse is a former federal courthouse that was transferred to state ownership. At the time, the Superior Court of Fresno County had numerous facilities in Fresno; as a result, clients involved in family court proceedings might have to go to as many as five different venues to pursue their case. When the renovation was completed, the superior court was able to consolidate all civil and family law services into the new 15-courtroom building. Family law clients now benefit from one-stop service.

Trial Court Facility Transfer Program

- This program was responsible for the transfer of 533 existing trial court facilities from county ownership to the state in accordance with Trial Court Facilities Act of 2002 (Sen. Bill 1732), as amended. SB 1732 required that the transfers be implemented through agreements negotiated between the AOC and the individual counties. All transfers were completed by December 31, 2009; 377 transfer agreements were executed between 9/1/08 and 12/31/09.

Customer Service Call Center

- Office of Court Construction and Management is now responsible for more than 18 million square feet of facilities space. The division manages approximately 240 leases, licenses, and concessions with a value of \$250 million, a portfolio that is still expected to grow significantly over the next few years. And, every day, its Customer Service Call Center fields requests from the courts for day-to-day maintenance issues in their buildings—ranging from stuck elevators to bug infestations to total power outages. The number of calls average more than 7,000 per month.

Part B. Technology Infrastructure

Objective 3

Ensure that all technology decisions are compatible with the judicial branch enterprise technology master plan.

Where Have We Been?

Examples of work done to operationalize Objective 3:

Enterprise Architecture Program (EA)

- The EA program is an ongoing tactical and strategic initiative that engineers business processes and supporting systems; the charter was adopted in July, 2010 with the core mission of establishing enterprise technology architecture as the framework and center line for making technology decisions.
 - EA is engaged in a strategic initiative to develop and roll out a standardized Software Development Lifecycle (SDLC) framework with key goals of improving architectural governance, improving services, shortening developmental timelines, and reducing costs within ISD.

- Among these are a functioning Enterprise Architecture Review Board (EARB) and Working Group (EAWG) with defined charters that govern the technical architectural process and help ensure a long-term cohesive technical architecture is achievable.
- Architecture within the branch has begun the transition into the second stage of the General Accountability Office (GAO) maturity model
- LAN/WAN Program – to develop and support a standardized level of network infrastructure for the courts
- LAN/WAN provides a foundation for enterprise system applications such as Phoenix and CCMS via shared services at the California Courts Technology Center (CCTC)
- The program replaces equipment that has reached end of support.
- Four technical refreshes have been completed since 2002
- For the fifth cycle, network evaluation and design is complete for 53 courts.
- Enhancement of managed intrusion detection system program
- California Courts Technology Center (CCTC) – The service desk supporting over 1300 branch employees from all courts

Objective 4

Implement new tools to facilitate the electronic exchange of court information while balancing privacy and security.

Where Have We Been?

Examples of work done to operationalize Objective 4:

Modernization of Trial Court Records

- Amended Government Code 68150: The Court Executives Advisory Committee recommended Judicial Council sponsorship of Assembly Bill 1926 (effective 1/1/11), a legislative proposal to amend Government Code 68150, which allows trial courts the opportunity to capitalize on emerging records and document management technologies. This should result in long-term cost savings for the courts while increasing public access to court records.
- New Rules of Court 10.850 and 10.854 were proposed and adopted, and rule 10.855 was amended, to develop the Trial Court Records Manual that provides guidance and assistance

to the courts in managing court records and modernizing them. The manual became effective January 1, 2011.

California Courts Protective Order Registry (CCPOR)

- The California Courts Protective Order Registry is a judicial branch project to create a statewide repository of protective orders containing both data and scanned images of orders that will provide more complete, accessible information on restraining and protective orders. Access to protective orders through CCPOR will be available 24/7 to judges, court staff, and law enforcement officers in all court jurisdictions and venues. Currently used by superior courts in 22 counties.

Local Court Examples

Justice Partner Access Web Site (JPAW)

Superior Court of Monterey County

- This project enhances the ability of the courts to share technological information with justice partners and the public while still remaining responsive to the need for security and confidentiality.

Transcript Assembly Program (TAP)

Court of Appeal, Fifth Appellate District, and the Superior Court of California, Counties of Fresno and Stanislaus

- First program in California that automates the compilation and preparation of civil clerk transcripts. The transcripts are compiled and prepared, including customizable indices, via automation and are electronically transmitted to the Court of Appeal. The program significantly improves the business processes for these two levels of court by saving staff time, reducing paper use and storage costs, and eliminating shipping costs in forwarding transcripts to the reviewing court. It also gives the public electronic access to voluminous court records.

Objective 5

Continue to develop, implement, and support the California Court Case Management System technology.

Where Have We Been?

Examples of work done to operationalize Objective 5:

California Case Management System

- The core CCMS product was delivered in April, 2011 and expected to be deployed to three early adopter courts. Augmented governance has been established to provide broader participation within judicial branch, bar and justice system partners.
 - Interim Civil, Small Claims, and Probate and Mental Health Case Management System (V3) at six courts – 25% of all civil cases statewide. Interim Criminal and Traffic Case Management System- One court (Fresno). The ongoing maintenance and support has been transitioned from Deloitte to AOC ISD at significant annual savings to the branch.

Objective 6

Continue to develop, implement, and support the uniform statewide accounting and human resource system (Phoenix) technology to address the fiscal, payroll, administrative, and operational needs of the branch.

Where Have We Been?

Examples of work done to operationalize Objective 6:

The Phoenix Program

The Phoenix Program is a statewide technology initiative that provides transition assistance to the courts moving from county stewardship to the judicial branch's financial and human resources systems as a result of the Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233). The Phoenix Program was developed in direct response to court administrative needs and has two major components: the Phoenix Financial System and the Phoenix Human Resources/Payroll System. Fifty-eight of the trial courts are now on the Phoenix Financial System, with Los Angeles being deployed in phases. Seven trial courts have deployed the Phoenix Human Resources/Payroll System.

Objective 7

Develop, support, and implement a statewide business continuity and emergency preparedness technology infrastructure—with emphasis on key system features.

Where Have We Been?

Examples of work done to operationalize Objective 7:

Continuity of Operations Plan (COOP)

- The courts and the AOC maintain a local Continuity of Operations Plan (COOP) which includes local planning for personnel, alternate facilities, crisis communications, local technology systems and services and reputation protection. OERS was basically created to develop COOP. The team developed a Continuity of Operations Planning Program that includes OERS-provided tools, training, and a dedicated emergency planner for the branch. OERS created and provided an online COOP tool and comprehensive training for the courts.

Objective 8

Provide courts with a comprehensive administrative legal services infrastructure.

Where Have We Been?

Examples of work done to operationalize Objective 8:

Complex Civil Litigation Program

- This program began as a pilot in 2000 and continues in the Superior Courts of Alameda, Contra Costa, Los Angeles, Orange, San Francisco, and Santa Clara Counties. It was designed to give judges training and resources to help them manage complex civil cases efficiently and effectively. Funds are used for additional research attorneys and court staff and to improve technology, among other uses.

Litigation Management Program (LMP)

- The Judicial Council's Litigation Management Program (LMP) provides for the defense and indemnification of the courts, judicial officers, and court employees. The Office of General Counsel (OGC) manages the program, selecting and directing outside counsel and making strategic and settlement decisions, in consultation with the courts and, as appropriate, the Litigation Management Committee.

Comprehensive Range of Legal Services

- The AOC Office of the General Counsel (OGC) provides the following legal services to the courts:
 - Labor and Employment
 - Legal Opinions
 - Litigation Management
 - Transactions and Business Operations
 - Real Estate

Objective 9

Provide courts with a comprehensive human resources administrative infrastructure.

Where Have We Been?

Examples of work done to operationalize Objective 9:

Labor and Employee Relations

- The Human Resources (HR) Division, Labor and Employee Relations Unit provided services and consultation to approximately 45 trial courts in labor relations including negotiations.

Employee Assistance Program for Judicial Officers

- The AOC Human Resources Division manages an Employee Assistance Program (EAP) to provide bench officers with services in response to their needs resulting from the administration of justice.

Judicial Branch Workers' Compensation Program (JBWCP)

- The AOC Human Resources Division manages the JBWCP for the 55 participating trial courts. Its primary purpose is to provide the participating courts with a workers' compensation risk management program that capitalizes on the economies of scale that the 55 superior court participants can achieve in the marketplace, yet still provide each court employer with a program that responds to their courts' particular needs as an individual client.

Human Resources Summit Maximizing Returns on Human Capital Investments

- On October 28, 2008, the AOC Human Resources Division hosted an HR Summit Institute for branch executive officers and HR directors and professional in San Francisco. The one-

day summit addressed common challenges and encouraged discussion of other issues that affect workforce strategies. The content was driven by topics identified by the courts.

Judicial Officers Payroll and Benefits

- HR manages and administers full-cycle payroll and benefits for approximately 1100 justices and judges and liaises with court liaisons to best serve judges and justices. Staff also provides assistance and guidance in regards to retirement benefits and options while partnering with the Judges' Retirement System. Management and administration of full-cycle payroll and benefits for Supreme and Appellate Court employees. Staff also provides retirement assistance and guidance while partnering with CalPERS.

Where Are We Going?

The information in this section was provided by the same subject matter experts who provided examples of work related to objectives outlined above. The “Current Conditions” outline the challenges and realities faced by the branch and society more generally. The “Future Considerations” provides a sampling of thoughts regarding trends and opportunities to consider in drafting objectives and outcomes for the next three year operational plan.

Current Conditions

State and National Economic Conditions

- Budget reductions to the judicial branch
 - Reduced funding for statewide programs
 - Reduction in centralized services
 - Downsizing of workforce

Legislative initiatives

- Legislation continues to be enacted that imposes new and unfunded obligations on the branch without providing additional staffing, continuing to stretch resources
- Debates surrounding legislation such as AB 1208

Centralized Functions/Management

- Differentiate between something “centrally provided” (i.e., trial court employee benefits program administration, labor union negotiation services, litigation management) and

something “centralized as authorized by statute” (i.e., Judicial Council certification of court interpreters, management of court facilities.)

- Provide equal access to justice throughout California utilizing standard practices and procedures wherever feasible

Future Considerations

Secure Stable Funding for the Judicial Branch

- Develop immediate and long-term solutions via partnerships with:
 - Government and non-government leaders; attorneys and bar leaders; Chamber of Commerce and business leaders; court users and the public
- Partner with key judicial system stakeholders to promote the viability of the justice system through stable funding
- Explore additional funding opportunities for branch revenue
- Cost benefit analyses should be done on all projects.

Reenergize the Workforce

- Engage in workforce development and succession planning

Focus on What Areas will be Consolidated and What will be Postponed

- Reengineer court processes and procedures to leverage and maximize workforce and resources
- Continuously reassess workload to effectively determine resource use

*Please return to <http://www.courts.ca.gov/jbplanning.htm> to access the Goal VI survey link.
Thank you.*